

What In The World Is Project Management Maturity?

Blanca E. Morales

NASA Project Management Challenge 2006

03/21/06 – 03/22/06

Honeywell



What is Project Management Maturity *Exactly?*

- Project management maturity is the progressive development of an enterprise-wide project management approach, methodology, strategy, and decision-making process. The appropriate level of maturity will vary for each organization based on specific goals, strategies, resource capabilities, scope, and needs.
- Measurement of how well manage our projects across our organization.
 - The proper level of maturity to which an organization should strive is determined during a detailed assessment conducted by a professional project management consulting team. The organization has achieved full project management maturity when it has met the requirements and standards for project management effectiveness as defined by the Project Management Maturity Model (PMMM), and it is capable of demonstrating improvements such as on-time project delivery, cost reductions, organizational efficiency, and profitability

That's *So* Immature!

- How do we know our maturity level?
- Formal Assessment using the Project Management Maturity Model as a guide



Project Management Maturity Matrix



Acrobat Document

More on Maturity Levels

■ **Level 1 – Initial Process**

- Ad Hoc Processes
- Management Awareness

■ **Level 2 – Structured Process and Standards**

- Basic processes; not standard on all projects; used on large, highly visible projects
- Management Supports and Encourages Use
- Mix of intermediate and summary-level information
- Estimates, schedules based on expert knowledge and generic tools
- Mostly a project-centric focus

■ **Level 3 – Organizational Standards and Institutionalized Process**

- All processes, standard for all projects, repeatable
- Management has institutionalized processes
- Summary and detailed information
- Baseline and informal collection of actuals

- Estimates, schedules may be based on industry standards and organizational specifics
- More of an organizational focus
- Informal Analysis of project performance

■ **Level 4 – Managed Process**

- Processes integrated with corporate processes
- Management Mandates compliance
- Management takes an organizational entity view
- Solid analysis of project performance
- Estimates, schedules are normally based on organization specifics
- Management uses data to make decisions

■ **Level 5 – Optimizing Process**

- Processes to measure project effectiveness and efficiency
- Process in place to improve project performance
- Management focuses on continuous improvement

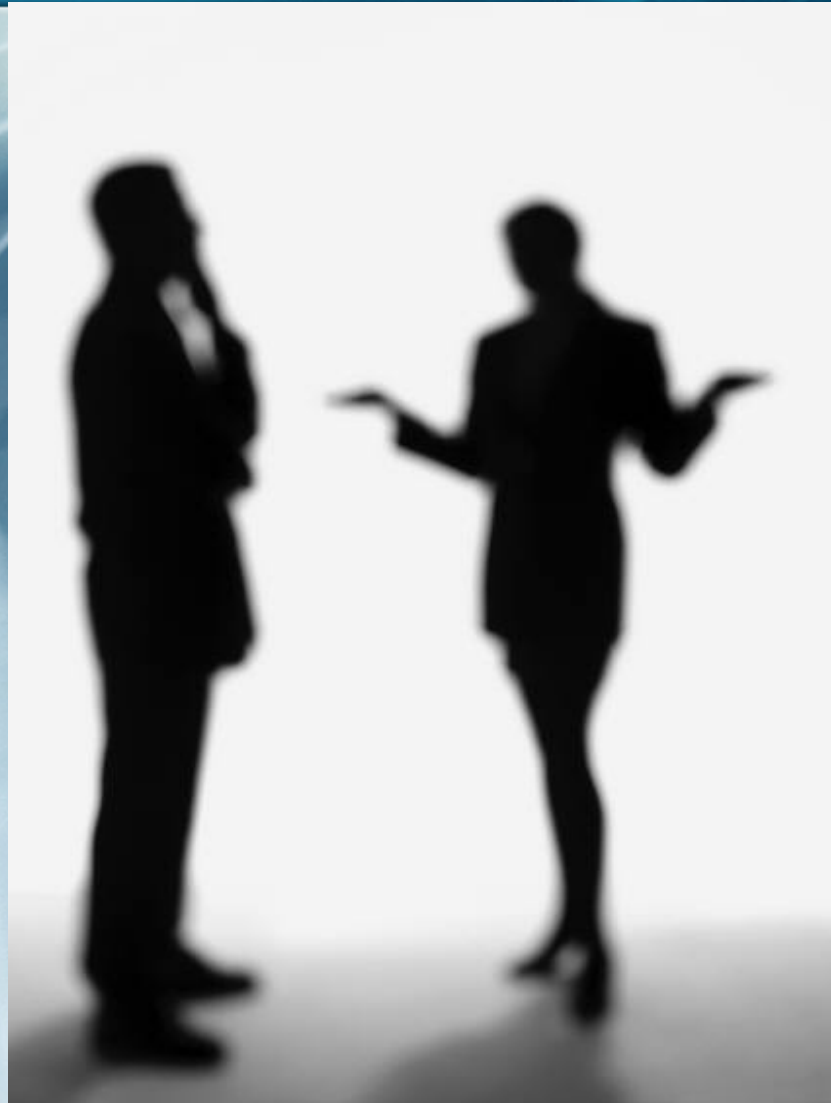
Honeywell

I Still Don't See It!



- Project managers not provided with templates, cycles, expectations of management
- Upper management not pushing for management deliverables
- “Feeling” that not everything is OK – not sure what’s wrong
- PMs spending too much time on “creating” reports
- Mgmt unhappy with financials

That's All Great. But What Can Be Done About It?



Honeywell

Let The Planning Begin!

- Full Management Commitment!!
 - Without management support – change will be unlikely
 - Implementation done by upper management
- Determine Needs of Organization
 - What kind of organization do I have now, what kind of organization do I want to have?
 - Cost/Funding?
- Conduct Formal Assessment of Entire Project Management Organization
- Create Plan for Improvement

What About the Plan?



Tools

- New Tools
- Improve Existing
- Remove Old Tools

People

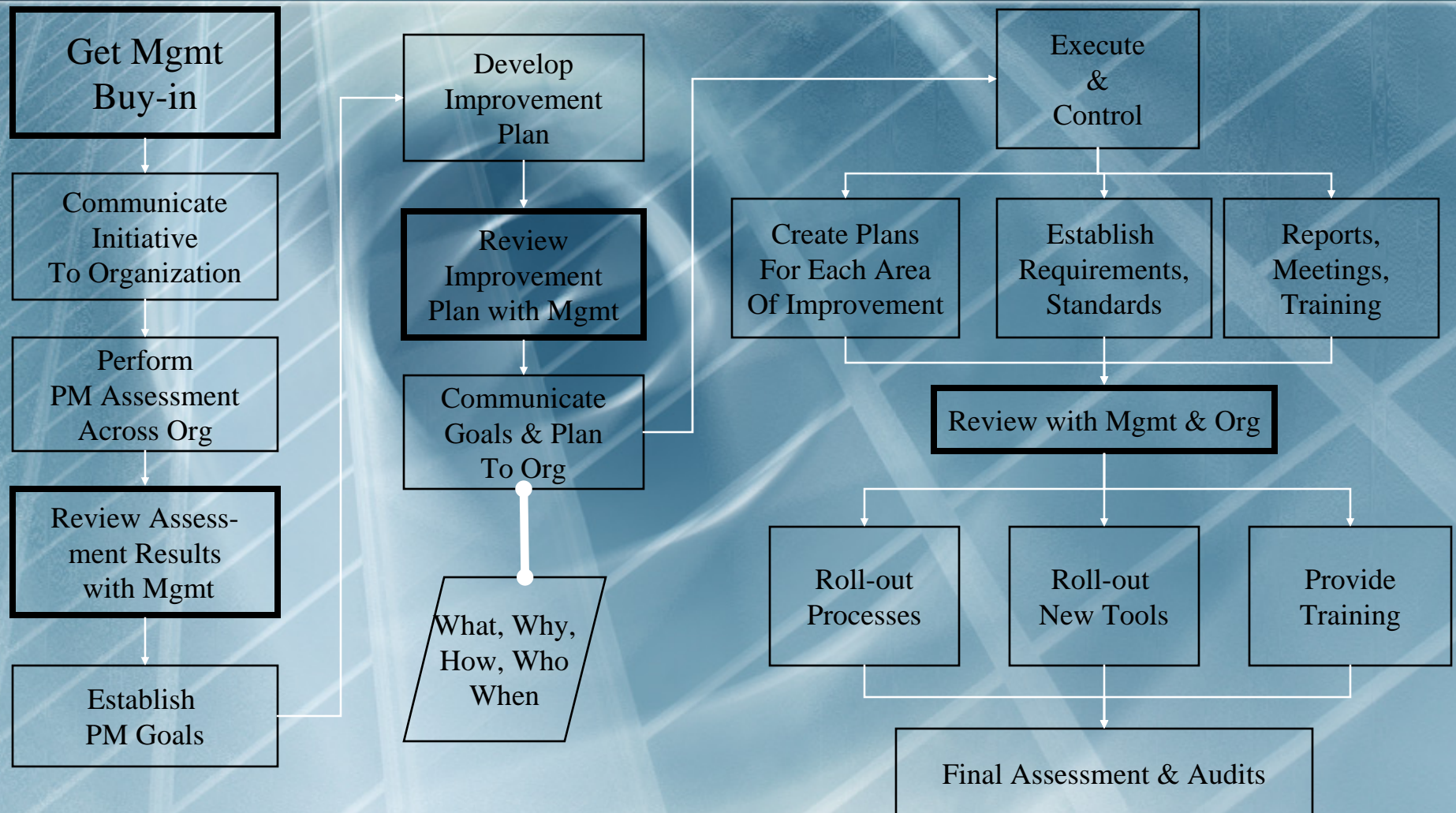
- Right People in Right Place
- Training

Processes

- Improve Processes
- New Processes
- Remove Processes

Honeywell

Finally! A Plan!



What's The Worst That Can Happen?

- Vive La Resistance!
 - No buy-in at critical levels
 - No Cooperation, Participation
 - Passive/Aggressive Behavior
 - Insubordination
 - Sabotage
- Counter-Intelligence
 - Communicate Expectations to Management (Explicitly)
 - Mind the Gaps
 - Communicate to Org
 - Disavow misinformation
- Introducing CHANGE!!!!

What Just Happened?

- What is PMM?
- Conducting Assessment!
 - Where do you fall on the scale?
 - PMM needed?
- Making Plans!
 - What to cover
- Making Changes
 - Problems



Isn't It Over, Yet?

Questions?
Thoughts?



Honeywell

CENTRAL BUSINESS DISTRICT CENTRAL BUSINESS DISTRICT CENTRAL BUSINESS DISTRICT

Thank You and Good-bye!!



**Honeywell Technology
Solutions Inc.**

Honeywell